DOCUMENT RESUME

ED 210 377 UD 021 870

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TITLE	A Guide to Multicultural Drug Abuse Prevention: Funding. Series Booklet.
INSTITUTION	National Inst. on Drug Abuse (DHHS/PHS), Rockville, Md. Div. of Prevention and Treatment Development.
REPORT NO	DHHS-ADM-81-1125
PUB DATE	81
CONTRACT	271-28-4626
NOTE	53p.: For related documents, see UD 021 867-871. Some tables may be marginally legible due to small size type.
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	Community Programs; Community Resources; *Drug Abuse; Drug Rehabilitation; Drug Use; Federal Aid; *Financial Support; Grantsmanship; *Minority Groups; *Prevention; Private Financial Support; *Program Development; Proposal Writing; *Resources

ABSTRACT

This booklet explores sources of money for multicultural and minority drug abuse prevention programs and provides an overview of fundraising methods and resources. Local, State and Federal agencies (including private organizations) that provide funds for drug abuse prevention programs are listed. Ways to go about soliciting funds are outlined. Sources of information, training, and technical assistance are also discussed. (Author/APM)

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NATIONAL INSTITUTE ON DRUG ABUSE

ED210377

A GUIDE TO MULTICULTURAL DRUG ABUSE PREVENTION: FUNDING

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ADM 87-1570

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Public Health Service
Alcohol, Drug Abuse, and Mental Health Administration

This booklet was prepared for the Prevention Branch, Division of Prevention and Treatment Development, National Institute on Drug Abuse, by the Center for Multicultural Awareness, Development Associates, Inc., Arlington, Virginia, under Contract No. 271-78-4626.

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Single copies of this booklet are available from the National Clearinghouse for Drug Abuse Information, P.O. Box 1701, Washington, D.C. 20013 or from the Center for Multicultural Awareness, 2924 Columbia Pike, Arlington, Virginia 22204.

The information in this booklet does not necessarily reflect the opinions, official policy, or position of the National Institute on Drug Abuse of the Alcohol, Drug Abuse, and Mental Health Administration, Public Health Service of the Department of Health and Human Services.

DHHS Publication No. (ADM) 81-1125
Printed 1981

PREFACE

The booklets in this resource guide were designed to provide information about concepts, techniques and strategies that can assist minority* communities in developing and evaluating drug abuse prevention programs to meet the specific needs of their neighborhoods, barrios, reservations, and towns.

These booklets are not "how to" publications. Every community, when viewed in terms of its needs, preferences, financial resources, and most importantly, inner strengths, is unique. There are no standard blueprints to address the needs of each ethnic community. The members of the community must work closely together to find solutions to common problems. We hope that these booklets will provide some guidance to beginning the process of community involvement in drug abuse prevention.

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*the words "minority" and "ethnics of color" will be used interchangeably in this booklet. Many people feel that the term "minority" refers to a status of powerlessness within the system, and thus prefer "ethnics of color."

How to Use this Booklet

This booklet on fundraising, the fifth in the series, identifies methods of raising money for multicultural prevention programs, from the local level to the federal level. It also provides resources for information on fundraising.

This Guide to Multicultural Drug Abuse Prevention series includes:

Booklet 1: Introduction
Booklet 2: Needs Assessment
Booklet 3: Strategies
Booklet 4: Resources
Booklet 5: Funding
Booklet 6: Evaluation

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FUNDING MULTICULTURAL PREVENTION: SUPPORTING YOUR PROGRAM

INTRODUCTION

The Purpose of This Booklet

This booklet: 1) explores sources of money for multicultural and minority drug abuse prevention programs that serve young people, their families, and communities. These sources begin with the local ones -- building "grassroots" strength -- then move to the private foundations and Federal government sources; (2) provides an overview and sampling of fundraising methods and resources: how to find the money, how to get it, and how to keep it. It discusses sources of information, training, and technical assistance, as well as specific sources of funding; (The discussion of each of these is very brief) and 3) provides a framework, a starting point for your funding efforts. We have tried to sort out and point up the most important ideas, methods, and resources to help you decide where you want to go next, what kinds of funding to look for, places to find it, and groups that can help you get it.

Is There Money for Prevention?

Raising money for any community program can be a slow, painful process. Trying to raise money for drug abuse prevention requires special creativity, a tough skin, infinite patience, and great confidence in your program.

For example, the National Institute on Drug Abuse (NIDA) in fiscal year 1979, set aside 3.5 percent of its budget for prevention and much of that was for evaluation, not direct service. This figure was increased to 7% in 1980. The grants given for direct service are demonstration grants, which place a premium on new, innovative approaches that can be replicated in

other communities. The standards for record keeping, reporting, and evaluation are very stringent.

On the other hand, prevention is a broad concept. It includes a variety of activities and approaches: cultural enrichment, the arts, job training, parent education and other forms of education, alternatives, and early intervention. (See Booklet 3: Strategies for a full discussion of prevention approaches.) Funding is available for these strategies under a variety of titles in a variety of guises.

Is There Money for Minorities?

NIDA has been noteworthy for the percentage of its limited prevention money that goes to minority programs. At one time NIDA was directly funding an equal number of minority and mainstream programs. Some other Federal agencies, the United Way in many areas, and private foundations in general, have a far poorer record for funding minority programs and organizations. Most minority programs lack access to the system, revealing a 'pattern of neglect' (the article "A Pattern of Neglect" is summarized in Appendix I of this booklet) that has been fully documented in studies by the National Science Foundation, the Grantsmanship Center, and others.

According to foundation records, few minority programs actually apply for funding, however. Minority grants are not made in proportion to the population, but neither are they applied for in proportion to the population. There are corporations that need to protect their image as multicultural, in order to keep their minority customers and clients. These are the corporations to tap with thoughtful proposals for workable projects.

Access to the System

This brings up another problem, though -- access to the system -- knowing what the trends in funding will be in the next year or two, where the funding will be coming from, and knowing which corporations and foundations will be receptive to a proposal. Access to the system is also knowing the best approach to get money from a particular agency or foundation.

Using the System

Minority programs can gain access to the system, first by joining with groups already 'in the know,' and by getting every kind of technical assistance and training possible; in other words, by using the system, and sharing in it, building coalitions and networks. (See Booklet 4: Resources).

Accepting the fact that funds are scarce and that minority programs do not get a "fair share of the pie" is not a promising starting point. However, because so few proposals from any source are well prepared, and because so few minority organizations even submit proposals to many of the funding sources, a well-prepared proposal for a well-planned project from a minority organization with a good track record stands a strong chance of being funded. The grant giver looks very good supporting a thriving minority community service program.

In the long run, discrimination and racism are real and must be dealt with directly in some cases, but giving up the effort to obtain funds under protest of discrimination and racism will not help. Fundraising is a percentage game in the best of worlds; but a program that continues to grow and improve its services, keeps full and accurate records, and is supported by the community it serves, will be able to get the funding it needs over the long run.

It Can Be Done

A couple of minority prevention programs subsist on NIDA funding alone. Most are funded through their State and local governments. NIDA "409" money, distributed to local programs through the State drug abuse agency (SSA) and Title XX money, distributed through city or county social services are two chief sources. A study of 70 local minority prevention programs by the Center for Multicultural Awareness found almost all of the programs supported by these two sources. However, some receive money from the United Way, banks, some private donations; only a few, from NIDA directly. Other major sources are CETA, LEAA, NIAAA, Indian Health Services, and others. Some charge client fees. Some provide "services for hire." Some have developed truly diversified funding structures.

RAP, Inc., a Black program in Washington, D.C., which does prevention and treatment, gets money from NIDA (through the SSA), CETA, LEAA, the courts, Giant Food Store, a band they hire out, and a print shop.

The Asian American Drug Abuse Program in Los Angeles raises some of its money through drug abuse prevention publications it has developed for various Asian groups.

The Tulsa Indian Council on Alcoholism and Drug Abuse (TICADA) Theater Drug Prevention Program gives performances of dance, drama, and music in Oklahoma.

At the West Dallas Community Centers, which serve Black and Hispanic kids in Dallas, the young people raise their own money. One group wrote and got a grant from the National Endowment for the Humanities; another refinishes furniture; and another silkscreens T-shirts. This program practices prevention in its richest sense!

Other prevention programs can do the same. It means setting aside a block of time (usually about two months) to focus on developing fundraising skills, events, and proposals. The programs described here show that it can be done and that the minority/ multicultural status of a program can be used to great advantage. They also show that the process of fundraising can itself help the economic, social and personal development of the clients, as well as the economic development of the program.

PART I. HOW TO GET MONEY

FUNDRAISING: One Step in a Process[1]

The Informal Process

Your community is concerned about a growing drug problem among the young people. You have talked to parents, teachers, kids, and other community people to find out how the problem got started in the first place, and what can be done to prevent it. (See Booklet 2: Needs Assessment.) In the process of assessing the needs and talking with people about the issue, various resources are made available -- for example, office space is offered, someone volunteers to serve on the Board, or to provide publicity. (See Booklet 4: Resources.) These are all the beginning of a network of support.

In the process of determining the needs and resources of a community, the shape of a program begins to emerge. This process of program development begins very informally and the steps in the process overlap or occur at the same time. There are leaps forward and struggles to keep from falling back. However, these steps can be isolated and described in order as a point of reference for the much less tidy process in the real world. The important point is not to leave out any steps.

STEP 1. Organizing the Program

To be eligible for funding, an organization must meet certain requirements. (See page 10 for information on piggy-backing on another organization to meet these requirements.) These requirements are:

- A defined mission/purpose.
- A defined membership (Board, Advisory Committee, etc.).
- A defined organizational structure and rules.
- An adopted set of Articles of Incorporation.
- A 501 (c) (3) tax exemption (see page 10).

STEP 2. Planning the Program

- Study existing conditions (the needs assessment).
- List problems.
- Develop goals.
- Set clear objectives.
- Identify activities and resources (for each problem).
- Set priorities.
- Design evaluation method.

Recheck to be sure every step is complete, clear, consistent with the others, and desirable. All of this will become a part of a proposal.

STEP 3. Doing Funding Research

What is available? You have identified your needs and your interests (problems/goals.)

- What sources of money (local private, government) are concerned about the same problems you are?
- Have they funded a project like yours? In your area?
- Would a direct fundraising project (fiesta, fish fry, disco party, etc.) be best?

Can you work something out with these funding sources?

- Are their application and reporting requirements reasonable for you? How much red tape? When is the deadline?
- Can you get to know the person who makes the decisions?
- How much money can you reasonably expect from them? (How much do they have? How much do they usually give?)

STEP 4. Writing the Proposal

Once the groundwork has been laid, you are ready to write the proposal. Your organization is legal and fundable; you have determined what the problems and needs are, and how to meet them. You have set your priorities and determined what activities and resources are available. You have also done your research on funding sources and zeroed in on your best bets.

If all of these steps have been taken the proposal will almost 'write itself.' If the structure of the program has not been organized, fully and legally, stop and go back to Step 1.

On the other hand, if it is your planning that is weak or incomplete, preparing the proposal will force you to clarify your goals, objectives and strategies. Writing the proposal will help you plan and clarify your program.

The Basic Rule of Proposal Writing -- BE CLEAR AND CONCISE

The most important thing to remember when you write a proposal is to keep it short and to the point -- no jargon, no social worker language. In other words, the slogan to remember is:

KISS KEEP IT SHORT and SIMPLE

What you say is more important than how you say it, but the fact that you have taken the time and the effort to prepare a well written proposal about a planned project makes you a much better risk to fund.

Whether your proposal is a two-page letter to the local banker, a ten-page proposal to a corporate foundation, or a forty-page proposal to a Federal agency, there are ten basic parts that should be included (see Appendix II).

STEP 5. Final Review and Board Approval

Several people should read the proposal; people who did not help write it. This will help assure that it is clear and concise and that you did not miss anything. Also, remember that the agency or foundation you plan to submit the proposal to can often help you prepare it, but it must be completed early enough to get this help before the deadline.

Final approval by your Board and any other agencies involved is essential. Their approval may require some clarifying and revising also but these should be minor at this stage.

See Appendix II for a full discussion of the Basic Proposal Format (p. 39) and a Checklist for Proposal Writers (p. 43). Also several of the Publications That Can Help (p. 29), discuss proposal writing and provide examples.

STEP 6. Submitting the Proposal

The proposal, signed off by the appropriate staff, Board, and other agency representatives, should be submitted to the funding agency or organization as early as possible. The agency or organization will often let you know if more information is needed. If possible, deliver the proposal in person.

STEP 7. Keeping Your Funding

Once a program has been funded, congratulations are in order! The next step is to keep the program funded so that the process does not have to start all over again.

Six keys to keeping a strong funding base for your program are:

- Diversify your funding.
- Spend the money received on the program for which it was requested.
- Keep good financial records -- accurate, current, and complete.
- Provide regular progress reports to funding agents (describe progress in meeting goals and objectives outlined in the original proposal).

FUNDING PROCESS

STEP 1.
ORGANIZE PROGRAM
- Clarify purpose
- Set up membership (Board, staff, etc.)
- Develop rules
- Incorporate
- 501 (c) (3) status

STEP 2.
PLAN PROGRAM
- Do needs assessment
- Develop list of problems, goals, objectives
- Identify activities, resources
- Set priorities
- Design evaluation
- Get input, involvement by Board, community, other agencies

STEP 3.
DO FUNDING RESEARCH
- Fund resources (local, private, government)
- Decide which are appropriate
- Are strings attached?

STEP 4.
PROPOSAL WRITTEN

STEP 5.
PROPOSAL ENDORSED
(By Board, community, other agencies)

STEP 6.
SUBMIT PROPOSAL(S)
(Early, in case need revision)

PROPOSAL ACCEPTED AND FUNDED
(Congratulations)
(If not funded, back to STEP 2.)

STEP 7.
FOLLOW THROUGH
- "Doing It"
- Thank you and publicity
- Record Keeping
- Reporting
- Evaluation

- Give full thanks and credit to your funding sources.
- Make sure your program's good work and good results are well publicized.

Diversified Funding -- Having funds from several sources is the best guarantee of keeping your program going and meeting all of its objectives. Each source of funds has certain strings attached. You cannot use Federal money for lobbying, for example, but your program can act as an advocate for your clients' needs using funds raised for advocacy.

Reporting on your program can be tedious and time consuming, but those written reports become your on-going (process) evaluation. They help you operate efficiently and cost-effectively. They lay the groundwork for you to apply for continuing funding and they build confidence in your program.

When you need help with the accounting, budgeting, or reporting required by your funding sources, good resources are: student volunteers from local universities (MBA or accounting students); local professional groups (such as CPA's), and other organizations similar to your own. Also, management support organizations such as those listed in Part II provide low cost services to nonprofit organizations (usually on a sliding scale). Also TA may be available through other contracts or grants you have (NIDA treatment, CETA/Youthwork, ANA or HUD, for example) as well as from PYRAMID, the National Drug Abuse Training Center, and the OMA.

Taking One Step at a Time

Getting funding is best done as a layering process; growing one layer, one step, at a time. It begins with strong support from the local community -- the people who will benefit from the program directly (its clients, neighborhood businesses, and other community groups) whether their concern is for their children, their family, themselves, or their property.

IT'S DANGEROUS TO START AN OVERLY AMBITIOUS PROGRAM FROM SCRATCH. For a program to have any lasting impact, the people in charge need to develop skills not only in fundraising, but in program management. The best way to do it is to start small and master those skills slowly. A modest, effective program will attract more attention and financial support than a big, splashy program that promises miracles in return for huge amounts of money.

FEDERAL MONEY AND BIG FOUNDATION MONEY ARE THE MOST DIFFICULT SOURCES TO "CRACK." Beginners should avoid them. Try for small amounts of local money first. The larger Federal and foundation grants usually involve a great deal more homework, actual accomplishment, and knowledge of the bureaucratic labyrinth.

-- From PYRAMID's "Resources and Suggestions for Funding Primary Prevention Programs" (See "Publications That Can Help You Raise Money" page 29)

Piggybacking

Sponsorship by an established community organization, such as a treatment program, Y, church, or community action agency is an important part of this support. 'Piggybacking' on one of these programs, (for space, supplies, telephone, etc.) places your program in a secure position. Possibly even more important is the use of their IRS 501 (c) (3) nonprofit, tax exempt number. By 'piggybacking' in this way, you build your credibility and reputation in the community at the same time you make it easy (and profitable) for people and businesses to make donations to your program.

DO YOU HAVE 501 (c) (3) STATUS?

Nonprofit tax exempt status -- 501 (c) (3) of the IRS regulations -- is essential to receive grant money. If you do not have it yet, do two things:

- Apply to the IRS for nonprofit tax exempt status, using Form 1023. It is available at your local IRS office, where they can also help you fill out the form
- Until you have your 501 (c) (3) status, work through an existing organization that does have it: a church, a Y, service or educational organization.

This nonprofit tax exempt status is what makes all gifts, donations, and private grants to you tax deductible to the giver. Include proof of your status with every funding request.

REMEMBER: Every organization that is exempt from Federal income tax under section 501 (c) (3) must file Form 990-PF, Return of Private Foundation Exempt from Income Tax Under Section 501 (c) (3) of the Internal Revenue Code. Contact your local IRS office for more details.

Raising Money Locally

Local support is essential to the survival of any community program. Local contributions, no matter how small, build the network that supports it, and contributors from your own community make the chances for getting more money much better.

At the local level, there are three ways to raise money other than grants:

- direct contributions,
- special events, and
- payment for services.

Get a group together to brainstorm possible ways for your program to raise money. Talk to other local program people who have raised money.

Direct Contributions

Donations of money (or in-kind contributions of materials, supplies, or equipment) can be gotten from a surprising number of sources. The important things to remember are:

- Issue press releases whenever you are doing something new or interesting. Do public service announcements (PSA's).

- Develop a small proposal kit (prospectus/case statement) that includes a description of your program, its purpose and objectives, current funding sources, why you want funding, and how that funding will help the community. Also have a copy of your 501 (c) (3) form from the IRS and copies of favorable articles about your program.

- Do your research on possible sources of money/resources -- their concerns, to whom they have given money before, and how much they might be willing to give. Find out who the right person is to contact.

- Have someone you know introduce you to good prospects -- a Board member, for example.

- Make appointments with promising sources -- businesses, "rich folk" and foundations. Be clear and specific about your needs. Stay until you get the check. Give them a receipt.

- Follow up with a thank you letter. Restate the request and thank them for their time. Even if they said no, they may help later.

- Build in something for every contributor. Keep records of all donations. Advertise them. Give certificates of appreciation.

- Create a committee of "Community Sponsors" who can make donations and spread the word, and who can introduce you to other power leaders and business leaders who could become contributors in the future.

Good sources locally include the United Way, and companies that push their "concerned" image (about minority, family or drug issues, and a multicultural lifestyle). Examples:

McDonald's	IBM
Gino's	churches (see Appendix IV)
Xerox	unions
banks	

Local and family foundations, and ethnic funding coalitions such as the Black United Fund are also excellent.

Special Events

These are events that are 'prevention' projects in that they can involve the people the program serves in an 'active, constructive alternative' (an ethnic fair, raffles, bingo, car washes, etc.). Churches, schools, and scouts use these because they work and they are fun for all involved, and often the most efficient way to earn $2,000 to $5,000.

SOME EXAMPLES OF LOCAL FUNDRAISERS

- Bingo Night
- Raffles - have the kids sell the tickets
- Ethnic Bazaar/Fiesta
- Theater benefit
- Sell box lunches at tribal council meetings or other community meetings
- Car wash
- Bake sale
- Rent-a-kid contracting out service
- Disco night

Is It Legal? Have a lawyer (Board member, Sponsor) make sure your fundraising activity is legal.

Timing. The best times for fundraising events are September-October and April - May.

Payment for Services

The third approach to local funding is the most direct: charge for services such as counseling (using a sliding scale), unless you also receive money from a Federal agency that prohibits charging for services if funded by that agency.

Expanding Your Funding Base

The next layer of funding applications are those to the State drug agency, State Endowment for the Humanities, and other State and regional agencies that are concerned about minority youth and/or prevention programming. Your SSA Prevention Coordinator should be a good resource here. As you and other members of your staff check out, apply for, use, and account for funds from any of these local, State, or regional sources, you will have developed numerous contacts and sharpened your program planning and proposal writing skills. At this point, applying for funds from Federal agencies and national foundations may become the next logical step and the top layer of the funding "blanket." (See publications list page 29 for funding resources.)

The following sections cover the basic guidelines for private foundation and Federal funding.

FOUNDATION FUNDING

Foundations are the major sources of private (non-government) funding. Other private funding sources include corporations, churches, individual trusts, and unions. A list of national church organizations that fund minority community development projects is included as Appendix IV, (see page 45).

Foundations are traditionally very conservative and the 'Pattern of Neglect' (see Appendix I) in funding minority organizations has been clearly demonstrated. However, private foundations are opening up to 'multicultural' programs and are definitely worth researching for possible funding. To determine which foundations to apply to, talk to any fundraising experts in your community and read the materials on foundation funding sources. Get formal training if you can.

The most important sources of information are the Foundation Center, its Foundation Directory and its newsletter, and the Grantsmanship Center, its publications and training programs. These and other resources are listed in Part II of this booklet. An index of foundation funding categories is in Appendix V.

Some basic information to work with in getting foundation funding includes the following points:

- Foundations tend to prefer active, practical strategies over passive or idealistic strategies (skills training over values clarification, for example).

- Foundations do not like to give to losers, and do not like to be lifesavers. BE POSITIVE -- show them a winner.

- National foundations prefer to fund replicable programs that can be tried somewhere else later.

- Give foundations two or three choices of specific projects to fund.

- For better access to foundation money, join with coalitions and established programs. This is important for any new program, but especially for minority and rural programs.

- Make all requests personal, tailored to that foundation and delivered in person if humanly possible. Cultivate your contacts at a foundation.

- Get reactions to your general concept first, before you write a full proposal.

- Write all requests and proposals in plain English. Keep requests clear, concise, simple (and no more than ten pages for private foundations).

- Keep foundations up to date. Even if they turned you down the first time, stay in touch. Let them know what you are doing, and who is supporting your program.

- Play up every contribution -- reward it, advertise it, say thank you every way you can.

- Do not take terminal grants -- ones that are not refundable -- from private foundations. These grants are 'tokens' and tend to be given to minority and women's programs.

- THE BEST NEWS LAST -- Foundations require less record keeping, report writing, and evaluation than government agencies do (although this is beginning to change). They also make their decisions quicker than the government does.

FEDERAL FUNDING SOURCES

Staying Ahead

Funding trends in both the public and private sector shift with the seasons. To stay ahead at the Federal level requires keeping track of legislation in Congress which will create new monies for the wide range of programs that can be used for prevention. A full listing of agencies, their concerns and services, is included in Booklet 3: Resources. To stay informed about upcoming funding, get to know someone at your SSA, your Congressman's social services aide, or someone in each key agency, to keep you up to date on potential funding. Promising sources of Federal funds can be identified in the Catalog of Federal Domestic Assistance.

Request the following information from the Federal agency: a copy of the law that established the program, the Federal Regulations for the program, copies of the application and its guidelines, and any other information needed to submit a complete proposal (including the State agency that handles the Federal funds for block grants, etc.).

If that program is administered through a State agency -- get its State plan, regulations and law, as well as any application information at that level. (See Table II: Federal Grant Application and Approval Process, page 17.)

Many funding experts tell local prevention programs to stay away from Federal money, because the chances of getting the funding are too small and the burdens of keeping it too great. Weigh your decision to apply carefully. If you go for Federal funds, use all the assistance you can get from your SSA, the State or regional office of that agency, and local agencies that have applied to it before.

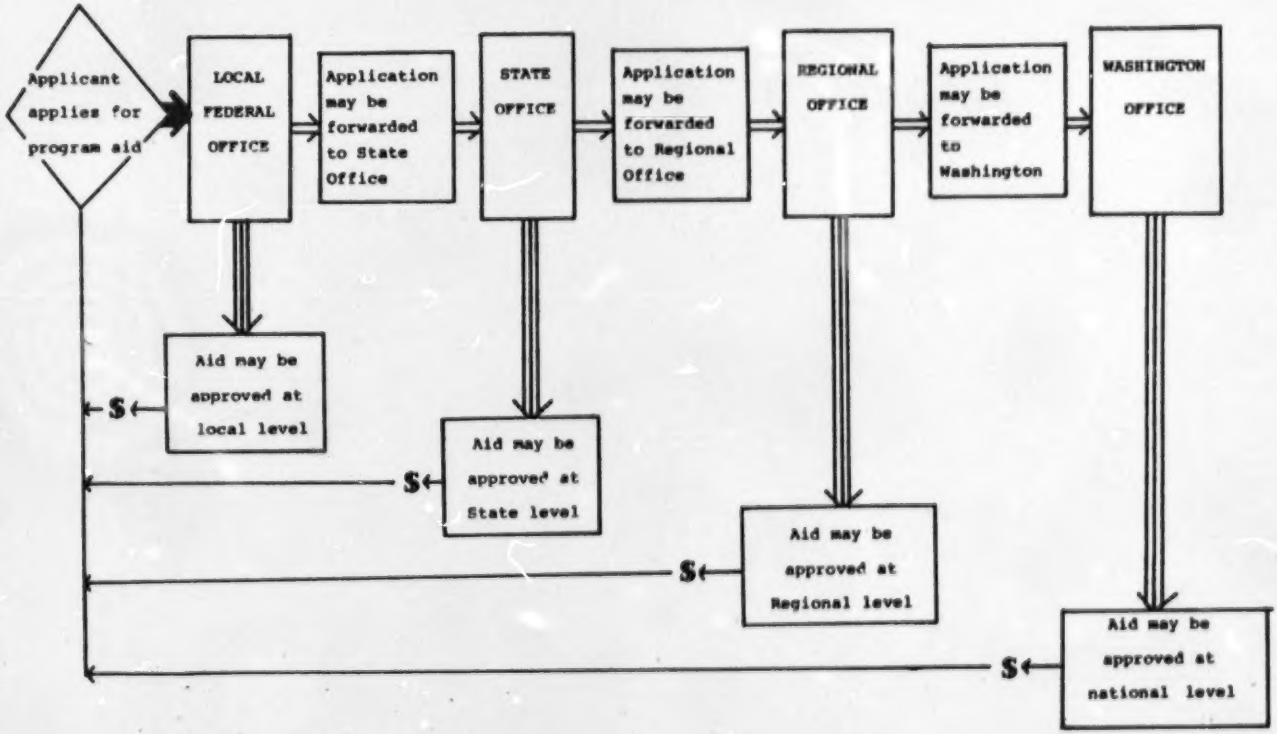
There are two other important points to remember in dealing with Federal funding.

First, remember that you and the funding agency are partners. They have an investment to protect. They need to make sure you do a good job so that they will look good; therefore, the red tape, reports, and record keeping requirements. However, they will assist you in meeting the requirements they set, both at the time you apply for funding and in the operation of the program.

Second, funding resources of many of the agencies are very limited. Some of those that look best on paper may not be funding any new programs (such as USDE's Alcohol and Drug Training Program) or they many fund programs only in certain regions or States.

FEDERAL GRANT APPLICATION

AND APPROVAL PROCESS


Applicant applies for program aid
LOCAL FEDERAL OFFICE
Application may be forwarded to State Office
STATE OFFICE
Application may be forwarded to Regional Office
REGIONAL OFFICE
Application may be forwarded to Washington
WASHINGTON OFFICE
Aid may be approved at local level
$
Aid may be approved at State level
$
Aid may be approved at Regional level
$
Aid may be approved at national level

Find out what the funding patterns are. Stay in touch if there is a chance of an opening in your section of the country at a later date.

Some Promising Federal Resources

The following are five Federal programs with active, flexible funding that can be used to meet the needs of minority and drug abuse prevention programs (as of 1979).

TITLE XX

"Title Twenty" of the Social Security Act of 1975 is the largest single source of Federal money for many kinds of social services. It is a Federal/State cost sharing program (75 Federal dollars for every 25 State dollars). Each State decides how to spread it among its programs. The Grantsmanship Center, the Child Welfare League, and the Office of Human Development/HHS have prepared useful explanations of this mammouth program (see Publications list, pages 29-33). Local funding and information is usually available through the Welfare office or, in some cases, the United Way. The Federal funding source is the Office of Human Development/HHS, 200 Independence Avenue, S.W., Washington, D.C. 20201 (202) 245-7246.

COMMUNITY DEVELOPMENT BLOCK GRANTS

The Department of Housing and Urban Development (HUD) is the source of the Community Development Block Grants for projects to assist low-income communities, especially in building and rehabilitation. These block grants provide some social services as well. They require strong citizen participation in planning and carrying out the projects, which makes them especially appropriate for prevention program participation. Contact the Community Planning and Development Division/HUD, 451 Seventh Street, S.W., Washington, D.C. 20410 (202) 755-6584.

CETA/YOUTHWORK

CETA Titles II, IV, VI, VII are all sources of funding for youth drug prevention programs -- for hiring staff and for job development programs for clients. The Asian American Drug Abuse Program in Los Angeles uses CETA funding for its Education Division. Care About Now (PARA) in Massachusetts uses CETA funding for its drug prevention outreach staff. (Youth Employment Programs: A Guide for Youth Workers from the National Youth Work Alliance provides excellent information of funding for local youth programs. See page 32).

YOUTHWORK was set up to demonstrate effective ways to link schools and businesses in an effort to replace patterns of failure with patterns of success in high risk youth, with regard to employment opportunities -- to help in-school youth make the transition to work. Youthwork also provides technical assistance to applicants for its funds.

Information for CETA and Youthwork funds is available from local CETA prime sponsors and DOL Regional Offices. You must apply for the funding through the local CETA prime sponsor. For more information contact:

CETA/DEPARTMENT OF LABOR
Office of Youth Programs
601 D Street, N.W.
Washington, D.C. 20213

YOUTHWORK
805 Fifteenth Street, N.W.
Suite 705
Washington, D.C. 20005
(800) 424-9529

NATIONAL ENDOWMENT FOR THE HUMANITIES (NEH)

NEH is placing increasing emphasis on minority cultural studies. It provides Youthgrants (for individual young people or small groups) and Youth Projects (which support organizations that provide programs that reach large numbers of young people). Grants are up to $10,000 and NEH funds about 1 out of every 10 preliminary proposals it receives. (Eighty percent are projects that have never had Federal funding before.) The emphasis of NEH on projects "that help individuals understand the ideas and experiences which have helped form our culture" matches the importance placed on cultural awareness in minority drug abuse prevention programs. Contact the National Endowment for the Humanities for information and applications, as well as the address for State Endowment offices, at NEH Office of Youth Programs, Mail Stop 103, Washington, D.C. 20506 (202) 724-0396.

NATIONAL INSTITUTE ON ALCOHOL ABUSE AND ALCOHOLISM (NIAAA)

NIAAA supports a variety of programs that are appropriate for minority prevention programs. In fact, the NIAAA Prevention Division co-funds a project of TICADA (Tulsa Indian Council for Alcoholism and Drug Abuse) with the NIDA Prevention Branch. Contact your State Alcohol Agency or NIAAA Prevention Division, 5600 Fishers Lane, Rockville, Maryland 20857.

THESE ARE STARTERS. Your Single State Agency Prevention Coordinator and others can help you expand this list based on your specific location, needs, and resources. See the list of State Prevention Coordinators and their addresses in Booklet 3: Resources.

SOME FINAL REMINDERS FOR PROFITABLE FUNDRAISING

- It is legitimate to 'sell' the product -- to 'market prevention.'
- If there is a need for treatment, there is a need for prevention.
- You are the prevention expert. The foundation/agency is the funding expert.
- Be toughskinned. Fundraising is a percentage game. You will get several No's for every Yes -- (about 20 to 1)
- Grantsmanship is a political game.
- Geography counts -- the fewer grants that have been made in your State, the more likely you are to get funded. (New York and California programs apply for grants the most, and have the stiffest competition).
- You have to spend money to make money -- priming the pump takes phone calls, trips, training and information. All cost!
- Trends in funding change with the seasons -- stay ahead. Be sure you are on the 'funding grapevine.'
- Plan ahead -- at least two to three years ahead. Apply for funding at least nine months before the deadline. Allow plenty of time.
- Planning your proposal is half of planning your program. It forces you to think it through.
- Diversify your funding.
- Your budget is crucial. Foundations and government agencies know how much a part time secretary or materials cost. You need to, also.

REFERENCES

1 adapted from: Kennedy, J.; Anthes, E.; Cronin, J.; and Strong, C. A Guide to Fundraising and Proposal Writing. Hampton, Arizona: Independent Community Consultants, Inc., 1975. 42 pp.

See pages 29-34 for other useful publications

PART II. RESOURCES FOR FUNDRAISING

The following are descriptions of organizations and publications that have been used by, and recommended for multicultural drug abuse prevention programs in their fundraising efforts.

Organizations That Can Help

The organizations included here are those that have a track record in providing funding assistance/information to drug abuse prevention programs and/or minority community organizations. Those that charge fees do so on a sliding scale basis and all of their services are designed to assist nonprofit organizations.

CENTER FOR COMMUNITY CHANGE (CCC)
1100 Wisconsin Avenue, N.W.
Washington, D.C. 20007
(202) 338-6310

919 N. Michigan Avenue
Suite 2408
Chicago, Illinois 60610

Information and publications on HUD, CETA, LEAA grants. Gives free subscriptions to Federal Programs Monitor newsletter to local nonprofits with limited budgets.

* CENTER FOR MULTICULTURAL AWARENESS (CMA)
2924 Columbia Pike
Arlington, Virginia 22204
(800) 336-4935 (toll free outside Virginia/Washington, D.C. Metropolitan area)
(703) 979-0100
John L. Garcia, Director

The CMA is NIDA's resource center for minority drug abuse prevention programs. CMA provides information and publications on fundraising, as well as regional and national workshops. If in doubt about where to turn next regarding fundraising issues, contact the CMA.

CHILD WELFARE LEAGUE OF AMERICA, INC.
HECHT INSTITUTE FOR STATE CHILD WELFARE PLANNING
1346 Connecticut Avenue, N. W., Suite 310
Washington, D.C. 20036
(202) 833-2850

Excellent information about Title XX of the Social Security Act, the largest single Federal source for funding social services.

*Essential resources.

COALITION FOR CHILDREN AND YOUTH (CCY)
815 - 15th Street, N.W., Suite 600
Washington, D.C. 20005
(202) 347-9380

Associate membership of $10.00 puts you on mailing list for monthly newsletter FOCUS on Children and Youth. CCY monitors legislation and federal programs; shares information about member groups. Also has a Directory for Child Advocates: 1977/78 Congress and Federal Agencies.

DO IT NOW FOUNDATION
P. O. Box 5115
Phoenix, Arizona 85010
(602) 257-0797

The "Take It for Granted" column in the Drug Survival News (bimonthly newsletter) answers questions on the fund seeking process.

FEDERAL ASSISTANCE PROGRAMS RETRIEVAL SYSTEM (FAPRS)
Office of Management and Budget
Budget Review Division
Federal Program Information Branch
Washington, D. C. 20503

Provides computerized printouts of appropriate funding resources according to program location and need. It is keyed to the Catalog of Federal Domestic Assistance. May charge a small fee for the service. Check with a local County Extension Agent or the national office.

* FOUNDATION CENTER
888 Seventh Avenue (main headquarters)
New York, New York 10009
(212) 975-1120
and
1001 Connecticut Avenue, N.W., Suite 938
Washington, D.C. 20036
(202) 331-1400

Information on foundations, library service, research, and publications. Can help you find which foundations award grants specifically for minority programs, prevention, the arts, youth projects, inner city, rural etc. Puts out Foundation News and provides monthly updates. Write the Foundation Center for a list of regional offices and free brochures.

*Essential resources

* THE GRANTSMANSHIP CENTER
1031 South Grand Avenue
Los Angeles, California 90015
(213) 749-4721

(Washington Bureau)
719 Eight Street, S.E.
3rd floor
Washington, D.C. 20003
(202) 547-5005

A nonprofit tax-exempt educational institution responding to the critical need of nonprofit and public agencies for low-cost training in program planning and resource development. Conducts workshops and research, maintains a library, and publishes a magazine (The Grantsmanship Center News).

GRANTSMANSHIP CENTER TRAINING PROGRAMS
1031 South Grand Avenue
Los Angeles, California 90015
(213) 749-4721

Provides one-week, small group workshops (in almost every State) for nonprofit private and public agencies to develop and improve funding and program planning skills. The Grantsmanship Center offers half scholarships to organizations more than one-year old which serve low-income clients and have annual budgets of less than $100,000.

INDEPENDENT COMMUNITY CONSULTANTS
P. O. Box 141
Hampton, Arkansas 71744
(501) 798-4510

Provides full range of onsite management and funding assistance services to nonprofits. Emphasizes service to minority programs. Sliding scale fees. Developed a Guide to Fundraising and Proposal Writing. (excellent)

LEAA GRANTS PROGRAM FILE
U. S. Department of Justice
Washington, D. C. 20531
(202) 376-3886

Provides computerized listing of LEAA grants recipients.

NATIONAL ASSOCIATION OF STATE ALCOHOL AND DRUG ABUSE DIRECTORS (NASADAD)
1336 New York Avenue, N.W., 2nd Floor
Washington, D.C. 20005
(202) 783-6868

Can assist you with information about Federal legislation, SSA policies, staff, priorities.

*Essential resources

NATIONAL CENTER FOR URBAN ETHNIC AFFAIRS (NCUEA)
1521 - 16th Street, N.W.
Washington, D.C. 20036
(202) 232-3600

Management and fundraising training for human service delivery systems in urban neighbohoods.

NATIONAL SELF-HELP RESOURCE CENTER (NSRHC)
2000 S Street, N.W., 3rd floor
Washington, D.C. 20009
(202) 338-5704

A nonprofit training/technical assistance and information 'broker' for local citizen participation efforts -- neighborhood organizations and service projects. Project planning, management, coalition building, etc. Sliding scale fees. Especially concerned with community 'networking' skills.

* NATIONAL YOUTH WORK ALLIANCE
1346 Connecticut Avenue, N.W., Room 502
Washington, D.C. 20036
(202) 785-0764

Excellent source of funding information, training and technical assistance for youth programs (especially on LEAA, CETA funding, and local and regional resources for youth). Publishes Youth Alternatives newsletter, fundraising publications.

PUBLIC INTEREST PUBLIC RELATIONS
50 West 57th Street, Suite 1200
New York, New York 10019
(212) 245-7222

Helps nonprofits of all sizes to develop fundraising and public relations strategies -- "to market their issues and goals." Sliding scale fees.

* PYRAMID PROJECT
3746 Mt Diablo Blvd.
Lafayette, California 94549
(800) 227-0438 (out of state)
(415) 284-5300 (in California)

PYRAMID EAST
7101 Wisconsin Avenue
Suite 1006
Bethesda, Maryland 20014
(301) 654-1194

Information, publications, and technical assistance, on funding for drug abuse prevention programs. It is NIDA's prevention resource network.

*Essential resources

THE SUPPORT CENTER
1709 New Hampshire Avenue, N.W.
Washington, D.C. 20009
(202) 232-0100
and
27 Maiden Lane
San Francisco, California 94108
(415) 982-4500

Provides a full range of management support services to non-profit service organizations on a low-cost basis. Has drug fund-raising assistance component. Has an outreach program for groups in isolated areas. Sliding scale fees.

TANDEM TRAINING ASSOCIATES
2578 Verbena Drive
Los Angeles, California 90068
(213) 464-2361

Provides grantsmanship training and assistance in proposal writing for public and private organizations, and health and human services organizations.

PUBLICATIONS THAT CAN HELP

This is a list of books, pamphlets, and newsletters to help you keep your program active and your staff paid, so you can keep the young people you work with off drugs. Some of the materials on the list are free, some cheap, and others very expensive. If possible, order several of the pamphlets and 'freebies,' total cost less than $10.00, including postage. They will give you a good introduction. Public library, college Public Affairs office, or other agencies in the community may be a good source for books and newsletters your program cannot afford.

BOOKS

*ABOUT FOUNDATIONS: How to Find the Facts You Need to Know to Get a Grant by Judith Margolin. 48pp. Introduces you to the jargon and process of getting funds from private foundations. Order from the Foundation Center, 888 Seventh Avenue, New York, NY 10009 ($2.00)

*THE BREAD GAME: The Realities of Foundation Fundraising by Herb Allen. Short and excellent, with a good section on record keeping. Order from Glide Publications, 330 Ellis Street, San Francisco, California 94102. ($2.95 plus 50¢ postage).

*THE CATALOG OF FEDERAL DOMESTIC ASSISTANCE is essential to anyone looking for Federal funding. It has information on grants, materials, technical assistance and statistics. Published annually, 800pp. Order from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402 ($17.00).

(For information on how to use the catalog, see Grantsmanship Center reprint of the same name by Timothy Saasta; Developing Successful Proposals in Women's Educational Equity, and How to Raise Money for Kids.)

CATHOLIC GUIDE TO FOUNDATIONS by Francis de Bettencourt (1973). Describes private foundations that support church related projects. Order from Guide Publishers, P.O. Box 5849, Washington, D.C. 20014. ($12.00).

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* Especially recommended.

DEVELOPING SUCCESSFUL PROPOSALS IN WOMEN'S EDUCATIONAL EQUITY: The Guide, the Supplement, and the 'Swipe File' (3 volumes). Although this set was designed for women's education projects, it is one of the best general resources available for funding, proposal writing, budgeting, evaluation, and general project development. Clearly written with samples of forms, regulations. RFPs, proposals, etc. Available from Order Department, Far West Laboratory for Educational Research and Development, 1855 Folsom Street, San Francisco, California 94103 ($20/set or $5.00 for just the Guide plus $2.50 postage and handling).

DIRECTORY OF AMERICAN INDIAN PRIVATE FUNDING SOURCES Types of grants, contact persons, private foundations supporting Indian programs. Order from the Indian Higher Education Consortium, 1626 High Street, Denver, Colorado 80218. ($4.35).

FOLKLIFE AND THE FEDERAL GOVERNMENT: A Guide to Activities, Resources, Funds and Services. Linda Coe. The American Folklife Center, Library of Congress, 1977. 145pp. An excellent guide for sources of funding for cultural/ethnic programs for drug education or alternatives. Order from Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Stock No. 030-000-00091-9 ($2.75).

*THE FOUNDATION DIRECTORY, Edition 6. The most important resource book on major foundations in the U.S. It annually updates information on more than 2500 foundations. Order from Columbia University Press, 136 S. Broadway, New York 10533 ($30.00).

*FUNDRAISING MANUAL by Charles Collins. 50pp. Stresses ways to raise money locally. Order from Development Associates, 2924 Columbia Pike, Arlington, Virginia 22204. ($5.00).

*THE GRASSROOTS FUNDRAISING BOOK: How to Raise Money in Your Community by Joan Flanagan. 219pp. A very practical primer of proven community based fundraising methods. Order from NYWA Publications, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. ($4.75).

*A GUIDE TO FUNDRAISING AND PROPOSAL WRITING. Describes the process and resources (with examples) fully and clearly. Available from Independent Community Consultants, P.O. Box 141, Hampton, Arkansas 71744 ($2.00).

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* Especially recommended.

HOW TO GET MONEY FOR YOUTH, THE ELDERLY, HANDICAPPED, WOMEN AND CIVIL LIBERTIES ($71.95).

and

HOW TO GET MONEY FOR ARTS AND HUMANITIES, DRUG AND ALCOHOL ABUSE, AND HEALTH ($25.95).

A guide to foundations and their primary interests, similar to the Foundation Directory, but handier and more convenient to use. Foundations are listed by areas of interest and geographical region. Order from Human Resources Network, 2010 Chancellor Street, Philadelphia, Pennsylvania 19103.

HOW TO RAISE MONEY FOR KIDS (Public and Private) by Ann Burr Dodge and Dana Freedman Tracy. Has many resources, with a particularly good guide to using the Catalog of Federal Domestic Assistance. Order from Coalition for Children and Youth, 815 - 15th Street, N.W., Washington, D.C. 20005. ($2.00).

HOW TO RAISE MONEY FOR YOUR ORGANIZATION by Elizabeth Croake. Hundreds of ideas -- although not multicultural, many of the suggested activities can be made culturally relevant: services, festivals, sales, etc. Suggests how to get and pay workers for the fundraising. Order from TFL PRESS, P.O. Box 1422, Mattituck, New York 11952. ($6.94 ppd).

THE NATIONAL DATA BOOK. Includes listings of all grant-making foundations by city or zipcode area. Order from the Foundation Center, 888 Seventh Avenue, New York, NY 10019 ($40 ppd).

NETWORK BUILDING AND FEDERAL FUNDING: Black Concerns. J. Jeannette Hodge, Coordinator. 128pp. A collection of materials used in a one-day conference organized by Black Education Policy Fellows at the U.S. Office of Education, June 29, 1979. Excellent resources for Black programs especially. Contact: HHS Office of Black Concerns. Room 438 F, 200 Independence Avenue, S.W., Washington, D.C. 20201.

PROPOSAL WRITER'S SWIPE FILE. Includes a dozen proposals of various kinds, all aimed at foundations. They are exemplary models of style, content, and general savy. Available from Taft Products, Inc., 1000 Vermont Avenue, N.W., Suite 600, Washington, D.C. 20005. ($9.95).

STALKING THE LARGE GREEN GRANT. A fundraising manual for youth serving agencies by Ingrid Utech. 1976. Includes Federal, State and local sources. 72pp. Order from National Youth Work Alliance, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036 ($5.00).

TITLE XX HANDBOOK FOR ALCOHOL, DRUG ABUSE AND MENTAL HEALTH. TREATMENT PROGRAMS. ADAMHA. Developed by the Office of Program Planning and Evaluation of ADAMHA, this describes how programs qualify for funds, client eligibility, and services offered. Available from Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Stock No. 017-024-007871. ($3.00).

U.S. FOUNDATIONS AND MINORITY GROUP INTERESTS. U.S. Human Resources Corporation, 1975. 299 pp. This study for the National Science Foundation documents how few minority programs are supported by private foundations. Order from U.S. Human Resources Corporation, 231 Franklin Street, San Francisco, California 94012 ($6.50). (Condensed in Grantsmanship Center News as "Patterns of Neglect.") (See Appendix I for summary.)

*YOUTH EMPLOYMENT PROGRAMS: A Guide for Youth Workers. This package describes federal youth employment programs, including a review of the new Comprehensive Employment and Training Act (CETA) legislation and its youth employment resources as well as funding opportunities. Order from the National Youth Work Alliance, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. ($5.00).

PAMPHLETS

*A BIBLIOGRAPHY OF AREA FOUNDATION DIRECTORIES, 1979. 12pp. (mimeo). Gives full description and source of directories for each state and/or region of the U.S. Order from the Foundation Center, 888 Seventh Avenue, New York NY 10019. (free).

*CHECKLIST FOR PROPOSAL REVIEW. Linda Hartman and Jerry Mandel. 9pp. Includes good examples of measurable objectives and methods to be described in a proposal. Available from Tandem Training Associates, Inc., 2578 Verbena Drive, Los Angeles, California 90068. ($1.00).

*A GUIDE FOR NON-PROFIT INSTITUTIONS: Cost Principles and Procedures for Establishing Indirect Cost Rates for Grants and Contracts with DHEW. Information is also appropriate for other Federal agency grants. Order from Superintendent of Documents. ($1.75).

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*Especially recommended.

*HOW TO DEVELOP AN EFFECTIVE FUNDRAISING STRATEGY and HOW TO EFFECTIVELY PLAN PROGRAMS by Barry Matrine. (8pp.) HOW TO USE THE CATALOG OF FEDERAL DOMESTIC ASSISTANCE by Timothy Saasta. (8pp.) PROGRAM PLANNING AND PROPOSAL WRITING by Norton Kiritz. (30pp.)

Order all four reprints from the Grantsmanship Center, 1031 South Grand Avenue, Los Angeles, California 90015. 75¢ each.

*PRIVATE FUNDING FOR RURAL PROGRAMS by Barbara Stevens and RESOURCE GUIDE FOR RURAL DEVELOPMENT by Larry Newlin. Information on Federal and private funding and other resources. Available from the National Rural Center, 1828 L Street, N.W., Washington, D.C. 20036. (free).

*RESOURCES AND SUGGESTIONS FOR FUNDING PRIMARY PREVENTION PROGRAMS Pyramid Project. 6pp. (mimeo) include basic pointers. Good starting places. Order from PYRAMID, 3746 Mt. Diablo Blvd., Lafayette, California 94549.

*USING TITLE XX TO SERVE CHILDREN AND YOUTH. Tips for accessing the broad ranged funds created by Title XX of the Social Security Act. Distributed by Office of Child Development, 330 C Street, S.W., HHS South Building, Room G-311, Washington, D.C. 20201. (free).

*WHAT WILL A FOUNDATION LOOK FOR WHEN YOU SUBMIT A PROPOSAL? by Robert E. Mayer. 8pp., and WHAT MAKES A GOOD PROPOSAL? by F. Lee Jacquette and Barbara Jacquette. 8pp. Order both from Foundation Center, 888 Seventh Avenue, NY 10019. (free).

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*Especially recommended.

NEWSLETTERS/PERIODICALS

*DRUG SURVIVAL NEWS, Do It Now Foundation, P.O. Box 5115, Phoenix, Arizona 85010. Has a "Take It For Granted" column on funding.

*FOUNDATION NEWS, Foundation Center, 888 Seventh Avenue, New York, New York 10009. Excellent, provides articles of interest to both foundations and potential grantees. Lists all grants of over $5,000, State by State, with a brief description, date made, and to whom. ($20.00/year).

*GRANTSMANSHIP CENTER NEWS. The Grantsmanship Center, 1031 South Grand Avenue, Los Angeles, California 90015. Published 8 times a year. The News offers articles on all aspects of grantsmanship, including proposal writing and planning guides, information on Federal programs, current data about tax reform, and the interests of private foundations. ($15.00/year).

MONITOR, Center for Community Change, 1000 Wisconsin Avenue, N.W., Washington, D.C. 20007. Gives information on community development efforts, Federal legislation, sources of financial support, etc. ($10.00/year for 6 issues) Subscription includes one copy of all other CCC publications.

NASADAD ALCOHOL AND DRUG ABUSE REPORT. National Association of State Alcohol and Drug Abuse Directors, 1336 New York Ave., N.W., 2nd floor, Washington, D.C. 20005. Covers legislation, policies, etc. for State directors and others. ($55/year - 24 issues).

*PREVENTION RESOURCES BULLETIN of the Pyramid Project (NIDA's prevention resource network) includes funding information. Available from NIDA or PYRAMID.

*YOUTH ALTERNATIVES, The National Youth Work Alliance, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. This monthly newsletter is a top source of information on new trends and current funding for youth projects. ($10.00/year).

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*Especially recommended.

APPENDIX I

PATTERNS OF NEGLECT *

A study sponsored by the National Science Foundation documents the lack of support foundations have provided minority groups and points to some other interesting characteristics of foundation funding.

Unlike many other social institutions, foundations have largley been insulated from public debate about how effective and relevant their activities are. In particular, their responsiveness to minority groups has rarely been examined.

It is debate that should occur. Foundations enjoy broad tax privileges that have only recently been partially restricted. It follows that foundations must deserve these privileges by acting in the interest of the entire society-especially by responding to those groups most in need of assistance.

Foundations never need worry about running for reelection, which in theory, should make them among the most flexible and innovative agents for social progress. Minority groups, therefore, should receive at least a proportional share of foundation largesse. But our study indicates that this is hardly the case:

- Americans of Spanish heritage account for 5 percent of the total population. According to our research based on Foundation Center data, from 1972 through March 1974, Spanish groups received 0.8 percent of funds disbursed in 1972-73 by American foundations. Of the 217 grants made to these minority groups, only 39 percent went to

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*Condensed with permission from the summary of U.S. Foundations and Minority Group Interests, a report published in June 1975 by the U.S. Human Resources Corporation. The report is based on data gathered for a project supported by the National Science Foundation. The 229-page book, which includes tables and a bibliography, can be ordered from the Human Resources Corporation, 231 Franklin Street, San Francisco, Ca. 94102 ($6.50). Reprinted in the Grantsmanship Center News.

agencies controlled by individuals of Spanish heritage. These was also a regional inequity with Spanish heritage populations in the Northeast receiving proportionately more funds from more diversified sources than the Spanish heritage populations heavily concentrated in the West and Southwest.

- Americans of Asian descent account for 0.6 percent of the national population. Foundation Center data analyzed by us indicates that, from 1972 through August 1974, Asian groups received 0.1 percent of the total from foundations for 1972-73. Further, only 22 percent of this tiny share was awarded to agencies run by members of the minority group. Most of the funds went to Chinese organizations, mostly in the Northeast. The West, with 57 percent of the Chinese American population, received only 31 percent of the funds. Other Asian groups - Japanese, Korean, Filipino - were virtually ignored.

- Afro-Americans comprise about 11 percent of the total population. According to an Urban League study of foundation grants during 1970-71, in the welfare category, less that 5 percent of the child welfare funds went to Blacks and only 0.5 percent to Black-controlled agencies; of grants to youth programs, only 1 percent went to agencies run by Blacks; of grants to colleges, only 6 percent went to Black institutions; of grants for assisting the aged, only 3 percent was allowed the Black community.

Similar patterns could be described for other groups, including women and Native Americans. Minority needs are consistently slighted:

- Only 75 foundations (out of well over 750) in the Foundation Center's data base contributed to Spanish heritage and Asian American beneficiaries. And when grants are made to minorities, they tend to flow through broker agencies controlled by the majority culture.

- Regardless of a minority group's distribution across the country, grants are often concentrated in the Northeast - which is, not coincidentally, the major locus of foundation headquarters in the United States.

- There is a disproportionate number of scattered grants and little heavy or longitudinal commitment to minorities on the part of most foundations that have contributed to such concerns.

- Programs oriented to Asian or Spanish-speaking countries and studies are far more heavily subsidized than are programs directed to domestic Asian and Spanish heritage minorities, respectively.

- And finally, the small share of foundation money going to minorities is preponderantly spent on conservative work and low-risk projects.

That is, the money flows heavily to educational institutions. Of the $1,243,940 granted to Asian Americans from 1972 to August 1974, our calculations showed 55 percent flowing to education and research. Most of the rest was divided among agencies for health, legal services, technical assistance and development and welfare. For Spanish-heritage groups, out of a total of $11,557,490.00 49 percent went to education. The emphasis reflects a general tendency among foundations. A study of all foundation grants from 1971 found education to be the most favored field of services, receiving 33 percent of the total (health received 14 percent, welfare, 13 percent).

The Tax Reform Act of 1969, though not an impenetrable barrier prohibiting allocation of grants to innovative, institutional, change-oriented projects, has provided some support for foundations that prefer to allocate grants to low-risk, conservative programs. Its "expenditure responsibility" section requires that foundations be accountable for all actions taken by their grantees other than public charities, giving an edge to the latter and slighting the newer, action-oriented agencies of particular importance to minority groups.

But the problem lies mainly with the foundations themselves. Their boards are ingrown, interlocking and self-perpetuating. They are dominated by white, Ivy League males to the almost total exclusion of women and ethnic minorities. The same is true of the composition of many staffs. Each foundation is answerable essentially to its own self-appointed trustees. Perhaps, given these circumstances, it is not surprising that foundations should have a history of ignoring minority concerns.

Some foundation executives have recognized these problems. In 1968 Alan Pifer, president of the Carnegie Corporation, found strong evidence that foundations "are overwhelmingly passive, conservative, and anchored to the status quo. They are agents of continuity, not of change." For the years 1972-73, of a total foundation expenditure of $1.6 billion, only 0.7 percent involved politics and government and 0.3 percent involved economics. These figures led Archibald Gillies, president of the John Hay Whitney Foundation, to conclude that "foundations are not facing basic political and economic questions." Thus such criticisms do not emanate only from minority groups.

In fact, these views are shared by much of the general public. In 1969 an independent survey of 4,000 distinguished Americans found strong majorities in favor of more direct public policy activity by the foundations. Three years later, a Gallup Poll of the public at large clearly showed general support for foundation involvement in such politically related areas as drug abuse, hospitals, the aged, pollution control, and juvenile delinquency-and hardly any interest in support for education.

Foundations have not convincingly supported programs that seek institutional change, challenge accepted mores and correlate with the needs of disadvantaged groups. Programs that attempted to deal with basic issues, bring flexibility and innovation to social problems and are conducted in a spirit of cultural hospitality rather than paternalism are shamefully few. A reorientation of foundation procedures and priorities would put such basic needs in the forefront, and would examine and cultivate available ethnic minority resources and capabilities.

APPENDIX II.

BASIC PROPOSAL FORMAT*

Although different programs may suggest different formats for their proposals, the following components should be included in most applications.

I. SUMMARY STATEMENT

This section should give the reader a sense of what he/she is about to read.

- who is the applicant agency
- how much money is being requested
- a brief description of the project
- indication of the tax-exempt status -- 501 (c)(3) -- of the organization
- the period of time for which funds are being requested

II. INTRODUCTION

This should describe your organization, in a way that builds your credibility in the eyes of the reader.

- the mission/purpose of your organization
- when it was started
- projects and programs you have operated
- sources of funding you have received
- population you serve
- honors, awards, or recognition received
- your organization's philosophy
- anything unique about your organization

III. STATEMENT OF NEED (The Problem)

What is happening in your community that caused you to want to create a new project? Who identified this problem and how did they do it? Documentation is the key to this section, with specific data included or cited and attached as an appendix.

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*Adapted from Tandem Training Associates model.

Describe:

- the client community (racial/ethnic group, income/education, etc.)
- who the specific target group will be (youth, families, etc.)
- why that particular target group was chosen
- demographic data (size, area, etc.)
- results of surveys, evaluations, studies
- how determined needs
- the impact of the problem(s)
- why primary prevention is the best approach to the problem

IV. GOALS AND OBJECTIVES

After describing the community/problem (in the above), this section describes how you would like the community/problem to look as a result of your proposed effort. The key here is measurability ... by the numbers.

- goals - broad statements of what you want to accomplish
- objectives - specific, measurable statements

V. METHODOLOGY

After you have described what the community looks like now (NEEDS), and what you would like it to look like in the future (GOALS and OBJECTIVES), you need to explain how you get to that point. Be as graphic as possible, so that the reader can visualize exactly what will be happening during the lifetime of the project.

- staffing
- facility location and description
- client flow
- operational systems/modules
- use of resources
- operation of committees, advisory groups
- alternative methods considered

VI. PERSONNEL/STAFF

- who they are
- their qualifications, responsibilities
- whether already on staff
- additional needs

VII. EVALUATION

Describe how your success (or failure) in reaching your stated objectives will be determined. In a research proposal, this will be a major section.

- who will be responsible for the evaluation
- what base line data will be collected and how
- what comparative data will be collected and how
- how the two data bases will be analyzed
- evaluation instruments to be used (if available, attach to Appendix)

VIII. FUTURE FUNDING

Unless this is a one-time project (a building, a survey, the purchase of a piece of equipment), the funding source will want to know how you plan to maintain it after these funds are gone.

- commitments from other funding sources (attach letters of commitment)
- indications that your organization will include this project in its own operating budget
- any self-sustaining aspects of the program
- other sources of future support identified

IX. BUDGET (PLUS NARRATIVE)

In most cases, a standard line-item budget will suffice. If there are any unusual or questionable items, include a narrative to justify them. After the funding source has read this far, there should be no surprises. Each line item should reflect what has been described or implied in the proposal itself.

X. APPENDIX

Anything that the funding source should have available, but which would interrupt the narrative flow, should be included here. Rather than disturbing the continuity of the proposal by tables, charts, etc., they can be included in appendix.

- IRS certification of tax-exempt status*
- roster of Board of Directors*
- recent (audited) financial statement*
- job descriptions
- resumes
- letters of endorsement or commitment from other agencies*
- demographic data
- brochures and other public relations material
- newspaper articles
- maps
- personnel policies and procedures (if applicable)
- evaluation instruments

Avoid photos! If absolutely essential to the proposal then use an actual photo and not a photocopy.

Finally re-read (and have others not part of your project read) your proposal to see that there is a logical flow to the narrative, that there are no gaps or confusing statements, and that you have not assumed that the reader knows more than you have written about the project or its background.

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* Required.

APPENDIX III

CHECKLIST FOR PROPOSAL WRITERS

The following is a set of materials and information which anyone involved with writing proposals ought to have at their fingertips:

1. Copies of the organization's by-laws, charter, personnel policies and procedures, annual report, and a copy of the most recent financial statement. If incorporated, the writer should have multiple copies of the organization's IRS designation as a tax-exempt entity [501(c)(3)]

2. Current budget and sources of financial support.

3. Newspaper articles indicating organizational credibility, and other documentation of the major accomplishments of the organization.

4. Copies of previous proposals written, and proposals of related efforts (locally or nationally).

5. Copies of materials concerning parallel efforts elsewhere.

6. Job descriptions of current staff, and other job descriptions.

7. Resumes (updated) of all staff and potential staff/ consultants.

8. G.S.A. catalog or equivalent catalog for supplies and equipment.

9. An adding machine.

10. Demographic information about your area, related statistical data such as surveys, studies, evaluations, census runs, research, etc.

11. Legislation, policy statements, instructions, grant application procedures, etc., of all organizations to which you might submit proposals for funding.

12. A copy of Roget's Thesaurus and a good dictionary.

13. As much information as is available about a funding source, including personal or professional data about people reviewing your application, and those who have decision-making responsibilities regarding funding.

14. Comparability surveys to assist in determining "appropriate" line items for personnel within the budget of the proposal.

15. A copy of this checklist kept in a place where it won't get lost!

APPENDIX IV.

CHURCH ORGANIZATIONS: A SOURCE OF FUNDS FOR COMMUNITY SELF-HELP DEVELOPMENT PROJECTS:

U. S. CATHOLIC CONFERENCE

CAMPAIGN FOR HUMAN DEVELOPMENT *
1312 Massachusetts Avenue, N.W.
Washington, D.C. 20005
(202) 659-6650

Rev. Marvin A. Mottett, Executive Director
Robert Carvajal, Associate Director for Allocations

An education action program to effect positive change in the basic causes of poverty. Funds an average of one out of eight applications, with average grant of $50,000. 1.6 million annually.

*Contact local diocese first for information.

UNITED METHODIST CHURCH
COMMISSION ON RELIGION AND RACE
MINORITY GROUP SELF-DETERMINATION FUND
Box 48-49
110 Maryland Avenue, N.W.
Washington, D.C. 20002
(202) 541-2271

Ms. Dalila Cruz Kruger, Assoc. Executive
(Bishop James Armstrong, President, S.D.Aberdun, Secretary)

Funds community projects, at least one year old, that benefit ethnic minority groups, with broad based community participation and membership, and proven to be sucessful.

EPISCOPAL CHURCH EXECUTIVE COUNCIL
COALITION FOR HUMAN NEEDS
815 Second Avenue,
New York, New York 10017
(212) 867-8400

Administers a fund for community minority groups and offers TA to both funded and non-funded groups.

UNITED PRESBYTERIAN CHURCH
COMMITTEE ON SELF-DEVELOPMENT OF PEOPLE
475 Riverside Drive, Room 1260
New York, New York 10027
(212) 870-2564

Funds projects for economic development, education, health, and housing.

(NOTE: When working through a church, also see denominational giving and the specific denomination -- Baptist, Catholic, etc.)

APPENDIX V.

INDEX OF FUNDING CATEGORIES FOR MINORITY DRUG ABUSE PREVENTION PROGRAMS

BY SUBJECT

- Arts
- Children
  - child development
  - child welfare
- Community development
  - leadership development
  - rural development
  - urban development
- Community funds
- Cultural programs
- Drug abuse
- Mental health services
- Humanities
- Minorities
  - in general
  - by cultural/ethnic group
- Recreation
- Social services
  - drug abuse
  - recreation
  - youth/children
- Social welfare
  - community development
  - public interest
  - social services
- Youth/children

BY KIND OF SUPPORT

- Annual campaigns
- Building funds
- Conferences and seminars
- Continuing support
- Deficit financing
- Emergency funds
- General purpose
- Internships
- Matching funds
- Operating budget
- Research
- Seed money
- Special projects

BY GEOGRAPHIC AREA

- State
- City
- County
- Region

APPENDIX VI.

CONTACTS TO CULTIVATE
(Keep this list by your phone)

Following is a basic grant resource list -- contacts you need to get to know to stay ahead in the funding game. Fill in the names of the individuals at each place as you get to know them, with their phone number. Keep in touch with them regularly. Let them know you are hustling prevention.

AGENCY/ORGANIZATION	CONTACT	TELEPHONE
NIDA: Prevention Branch	Bernard McColgan	(301) 443-2450
Office of Program Dev.		(301) 443 6460
Training Branch		(301) 443-4922
CENTER FOR MULTICULTURAL AWARENESS	John L. Garcia	(800) 336-4935
PYRAMID	Thomas Adams	(800) 227-0438
U. S. SENATOR		
U. S. CONGRESSMAN		
REGIONAL DRUG ABUSE CENTER Prevention Coord.		
REGIONAL FOUNDATION CENTER		
HHS REGIONAL OFFICE		
DOL REGIONAL OFFICE Youth Affairs Officer		
REGIONAL USDE TRAINING CENTER		
REGIONAL FEDERAL INFO. CENTER		
SINGLE STATE AGENCY Director Prevention Coor.		
STATE ALCOHOL AGENCY		
STATE LEGISLATOR		
GOVERNOR'S OFFICE		
COUNTY COMMISSIONER/MAYOR		
ARCHDIOCESE/COUNCIL OF CHURCHES		
IRS		
CETA PRIME SPONSOR		
WELFARE DEPARTMENT (Title XX)		
STATE/LOCAL MINORITY TASK FORCE(s)		
UNITED WAY		
BOARD OF EDUCATION		
CITY COUNCIL MEMBER		
TRIBAL COUNCIL		
COUNTY COUNCIL		

ADD OTHERS

3 More Federal agencies
5 Foundations (2 each - National, Regional, Local.)
4 More local leaders
2 Ethnic coalitions

See Booklet 4: Resources for more information

U.S. GOVERNMENT PRINTING OFFICE: 1981-341-186/0343